

How to be the Employer of Choice In the New World of Work



Presented for



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PREMISE

Creating a focused, engaged, and capably led workforce is one of the best things you can do for your bottom line.

Starting with the basics

- Compensation can be an OK recruiter. Not the best retainer.
- The more attention you pay to the *intangibles* of the job, the less pressure there will be on the *tangibles*.
- Improving your culture is the best long-term solution. Short-term progress can be made by addressing some of the specifics we'll cover here.

THE FUNDAMENTAL CHARACTERISTICS OF WORKPLACE NEXT

- Workers are in the driver's seat
- More flexibility – when and where we do our work
- Shorter, faster, simpler hiring process
- Integration of work life with personal life
- More focus on career development
- Shorter tenures overall

WORKPLACE NEXT DOES NOT MEAN

- Lowering your standards
- Anything goes
- Giving up control of your business

THE MOST IMPACTFUL THING YOU CAN DO: GIVE PEOPLE BETTER BOSSES

- Make leadership a primary qualification for every person in a management role.

RECRUITING

Recruiting = Marketing

The best recruiting tool is your reputation as an employer.

- Treat your applicants like they were customers.
- Know the answer to the question: What's so great about working at your organization?
- Conduct employee surveys. Correctly. See contentedcows.com/lancaster

Reputation Recruits – Reality Retains

Have you tried these?

- The stuff everybody already knows... online recruiting sites, advertising, signs in your window, word of mouth, your customers, your friends, your friends' kids, your kids' friends, etc.
- Boomerang hires – people who used to work for you, and may be interested in returning if what you offer is better than where they went.
- Runners up – they were good candidates for an earlier position, but didn't make the cut. Maybe they would now.
- Those who turned you down for an earlier position. Give them another try. Things are different now. If they still say no thank you, ask them for a referral to someone they know.
- Recent retirees.
- Members of the autism community, including those with Asperger's.
- Members of other groups you might not have considered – veterans, disabled workers, workers with a criminal record. You have local resources that can connect you to these groups.
- Know the difference between requirements and preferences. You may be looking for a candidate who doesn't exist. Make your requirements more realistic, and be willing to invest in training and development to create that candidate. You may not have the luxury of insisting on a ready-made candidate in the current climate.
- Simplify your application process. 15-20 minutes max to complete it. After 30 minutes, forget it.
- Streamline your hiring process. Slow hiring is a major contributor to ghosting.
- **Develop an Employer Brand.**
- Strive to be a "Destination Employer" – where people have their sights set on you – working at your company is their GOAL, their DREAM.
- Whether you have jobs that can be done from home or not, remember that you're competing in a world where that is now a mainstream option. Offer it for all positions that CAN be done from home. The abiding principle is FLEXIBILITY. Provide flexibility for ALL jobs, or you'll be at a distinct disadvantage.
- **If your only option is to work onsite, you'll severely limit your pool of interested candidates. Nobody has to accept that anymore, especially knowledge workers. Too many competing options.**
- Flexibility is not limited to remote work options: schedule autonomy, more fluid hours, and more paid time off are good ways to add flexibility, too.
- Use your website to market your company as a great place to work! Most employers' websites are AWFUL at this. Improve yours, and you'll stand out.

- Make use of videos to showcase what it's like to work there. Put those videos on YouTube.
- Know how you look on Glassdoor and Indeed. And if (but only if) you have a rating of 4 stars or more, post that on your site.
- 53% of job searchers complete the entire process on their mobile phone. 72% for white collar applicants. Most will abandon it if it's not easy to do by mobile.
- Make use of Social Media. Have it managed by a pro, on your staff, or outsourced. That's where many of your prospects are hanging out.
- Your email signature – put a link to your careers page.
- Put signs onsite and on company vehicles, with QR codes, saying that you're hiring, and providing a way to easily apply.
- Pay employees for employee referrals. Make it worth it. Make it easy. Use a graduated payout.
- Get referrals from new hires during their first week, when they're really excited!
- NEVER stop recruiting!

ONBOARDING

- The Anatomy of Great Onboarding:
 - Welcome them before they start.
 - Welcome them on their first day.
 - Get mutually well-acquainted.
 - Educate, educate, educate.
 - Do regular, frequent check-ins.
 - Celebrate!
- See article on “Re-Recruiting” by Richard Hadden and Bill Catlette. Download at contentedcows.com/lancaster.
- Have the CEO or owner send the new hire a personalized letter, before their first day, for every position. This is super easy, and will make a huge positive impression.
- Have someone make a welcome phone call a day or two before their first day – perhaps someone they did not meet during the interview process.
- Create a team of Onboarding Buddies, who will buddy up individually with the new hire, to help them with all “new employee” kinds of things for the first few days or weeks. Have that person meet them on their first day, at the front door, to welcome them and take them to their workplace or manager.
- Have someone take the new employee to lunch, on the company, for the first week.
- Have special parking places for new employees for their first couple of weeks.
- Get all the paperwork done before their first day at work. There's nothing like a feeling of having actually accomplished something and made an impact on day one.
- Hold a Welcome Celebration, with co-workers, and others from other departments, as appropriate for the position.
- Check in with the new employee, asking specific questions, at the end of:
 - Day One – ask these questions:
 - Was today, or the job, what you expected?
 - Did anything surprise you?
 - Is there someone who was particularly helpful to you? I'd like to thank them.
 - What questions do you have?

- What can I do to help you before your second day?
- Week One
- Week Two
- Month One
- Month Three
- Month Six
- First anniversary

RETENTION

- Make sure everyone understands – truly understands – how their work impacts others – customers, co-workers, your community.
- Pay more attention to Work-Life Balance. In fact, stop thinking about it as Work and Life. For most people, it's life, with work fully integrated into their lives.
- Pay more attention to employee development. Not just for the purposes of advancement.
- Fun fact: according to many independent sources, new recruits tend to be more interested in compensation (although flexibility is important, too). But existing employees can be retained through more of an emphasis on flexibility and career development, as long as the compensation is in an acceptable range.
- Get creative and flexible with your benefits. One size fits one. Some employees won't need everything you offer, because their spouse has them covered, or they just don't value it. Curate a package of benefits they DO value, and compensate them for things they don't use. Yes, this will mean HR has to do things differently. And certain states legislate this more tightly than others.
- **You've got to do something about childcare. Help with the cost, and finding providers. This is one of the biggest barriers some parents (mainly mothers) face in maintaining stable, full time employment.**
- Consider paying employees weekly, if you're not already.
- Modernize your antiquated sick leave, vacation, parental leave, and other paid time off policies. This is becoming a major bargaining chip in the talent game. Doing only what's legally required isn't enough.
- Say thank you a lot!
- My unscientific poll of employees in recent presentations shows that people value a verbal thank you from their co-workers and manager over time off with pay, and a handwritten thank you over monetary awards or gift cards.
- Send handwritten thank you notes. Deliver in person, or send by mail to their home.
- Include families in your expressions of appreciation.
- Have dinner delivered to an employee's home.
- **Feed the troops first.**

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